BY ORDER OF THE COMMANDER
AEROSPACE MAINTENANCE AND
REGENERATION CENTER

AMARC INSTRUCTION 21-101

11 AUGUST 1997

Maintenance

WORKLOAD ACCEPTANCE PROCESS

COMPLIANCE WITH THIS PUBLICATION IS MANDATORY

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This instruction implements Air Force Policy Directive 21-1, *Managing Aerospace Equipment Maintenance*. It establishes procedures to systematically employ an effort to assess AMARC's capabilities to accept or reject workloads. It applies to the Logistics (LG), Comptroller (FM), Aircraft Management (LA), and Plans and Programs (XP) Directorates.

SUMMARY OF CHANGES: Defines the functional areas and associated responsibilities as determined by the reorganization of AMARC.

1. GENERAL.

1.1. AMARC is a service organization that provides for the storage, regeneration, reclamation, and disposal of aircraft and related aerospace items as well as non-aerospace, outsized, and specialized items.

1.2. Production activities are divided into three processes; Process in (LAI), Process out (LAO) and Reclamation (LAR).

2. POLICY.

2.1. The Comptroller Workload Division (FMW) serves as the face to the customer for negotiating new and additional workloads for the center.

2.2. The applicable process leader or designated representative serves as the working group leader to work issues for large or complex workloads. Routine and recurring workloads will normally be worked by the same functional activities without forming a working group.

2.3. Rejection of workload is recommended by the working group to the board of directors and approved by the commander.

2.4. Work authorization documents (WAD) and blanket workorders provide production activities authorization to charge direct labor and material cost to specific workloads.

2.5. Typical workload acceptance flow process is shown in attachment 1.

3. WORKING GROUP.

3.1. Concept of operation:

3.1.1. Working groups are established within the LAI, LAO, and LAR processes to provide comprehensive up-front planning that relates to customer requirements, resource allocation, project execution, and program tracking.

3.1.2. Team composition is made up of core and part-time members who meet, as necessary, to work issues associated with a specific workload.

3.1.2.1. Core members are process leader or designated representative, workloader (FMW), process planner (applicable process), Depot Maintenance Activity Group Division (DMAG) analyst (FMB), Supply Division analyst (LGS), and FM funds specialist.

3.1.2.2. Part-time members are experts representing functional activities that primarily deal with training, resource allocation, and others as required.

3.1.3. Checklists in attachments 2, 3, and 4 will be used to evaluate capabilities.

3.1.4. Established guidelines in attachment 5 will be used to document issues discussed, make recommendations, and assign action items.

3.1.5. The customer satisfaction checklist in attachment 6 provides feedback on process achievement.

3.2. Functional Responsibilities:

3.2.1. Working Group Leader: Responsible to the board of directors for the actions of the working group. Keeps the team focused on the objective and ensures a position is established to meet customer requirements. Represents the Center during group sessions, meetings, and conferences. Briefs the commander and staff on circumstances associated with projects being worked.

3.2.2. Workloader: Responsible for marketing projected, new, and additional workloads for the Center. Serves as the face to the customer during negotiations with respect to man-hour requirements, cost, and work schedule capabilities.

3.2.3. Process Planners: Responsible for providing man-hour estimates based on customer critical characteristics, requirements, and delivery dates. Advises the working group of inspection requirements/inventories based on review of aircraft log books. Determines skills required, specialized training requirements, facility constraints, material and equipment requirements, and timeframes the work can be accomplished.

3.2.4. Analyst: Responsible for providing the capability report. This report projects current/new workloads and man-hour requirements by process/MDS/RCC.

3.2.5. Funds Specialist: Acts as a funding agent for the customer and provides guidance on all matters pertaining to funding costs.

4. WORKLOAD PROCESS.

4.1. All AMARC workloads are identified by process in the DMAG mechanized system. Workload process codes are identified in attachment 7.

4.2. The following is a typical procedural process that occurs from workload inception to completion:

4.2.1. Interest is generated between the customer and the workloader.

4.2.2. General issues with respect to man-hours, cost and capability are worked between the workloader, process planner, analyst, supply analyst/representative and funds manager.

4.2.3. Initial estimates are negotiated between the workloader and the customer.

4.2.4. Customer provides statement of work (SOW) to the workloader. (Workloader may provide a generic/case specific SOW with options as an outline for the customer to generate his own detailed SOW.) Customer requirements must be clearly understood. In many cases, a meeting that includes the customer may be required to clearly define customer critical characteristics list and requirements.

4.2.5. The workloader, process planner, and process leader meet to review customer requirements. At this time, a mutual decision is made to form or not to form an working group.

4.2.5.1. The workloader will provide the working group all known customer requirements.

4.2.5.2. The working group will make determinations with respect to training of personnel, personnel augmentation, equipment requirements, facility constraints, etc.

4.2.6. The workloader will provide the customer a letter of work acceptance with firm cost, delivery schedules, and any variables that may have an adverse impact on the program.

4.2.7. The customer may convene a program review that involves the applicable players (to include the AMARC working group) to reconcile differences and work issues. Upon workload acceptance by the customer, funds are provided to FM/FMW as appropriate.

4.2.8. The workloader generates a WAD that authorizes work to commence on the project.

5. BUYER/SELLER RELATIONSHIP.

5.1. The Air Logistics Centers (ALC) and AMARC/FM are the buyers of services for its customers and AMARC FMW is the seller. FMW negotiates with AMARC/FM, ALC/FM activities and the AMARC DMAG activities.

5.2. The buyer of AMARC DMAG work uses AFMC Form 181, **Project Order**. When signed by the authorized representative and the FMW official, it becomes contractual in nature, committing the DMAG to perform the workload for the specified bid man-hours. Project Orders (PO) and letters of intent are the only documents that authorize FMW to commit DMAG resources on a reimbursable basis. Letters of intent (with a draft AFMC Form 181) are valid for 30 days. The commander may grant interim approval. The buyer must issue a PO for the work authorized by the Letter of Intent prior to its expiration date or obtain a new Letter of Intent at the end of the 30-day period to authorize work to continue (maximum of 60 days). If the customer cancels workloads authorized by letters of

intent, the DMAG will be reimbursed for actual hours spent on the workload, including hours to bring the work to a logical conclusion.

5.3. Each ALC/FM activity negotiates with FMW for process-in and process-out workloads applicable to the weapons system for which it has responsibility. In addition, as applicable, each ALC/FM activity negotiates for specialized repair activity, analytic condition inspections, and other selected workloads such as major component time compliance technical order requirements, drawdown and reissue of weapons systems tooling, fixture and specialized equipment from managing ALCs. Reimbursement for these workloads is funded through the Depot Purchased Equipment Maintenance (DPEM) program.

5.4. FM acts as the agent for direct-cite customers. Direct-cite customers are defined as other than Air Force DPEM-funded customers which include Air Force Material Command (AFMC), Air Mobility Command (AMC), Air National Guard (ANG), Air Force Reserve (AFRES), Navy, Army, and Coast Guard, local manufacture workloads, and work performed for non-DoD government activities, civilian customers and foreign countries. AMARC/FM also acts as buyer for the following AF DPEM-funded workloads irrespective of the ALC that has weapons system manager responsibility: maintain-in, represervation, museum and target aircraft, miscellaneous support, CEM equipment, area base maintenance, temporary work order (TWO) used to track specific workloads, and, in selected cases, storage upgrade. In addition, for all services, FM has Materiel Support Division management or agent responsibility for priority removals, follow-on reclamation, mini-save list removals, programmed engine and aircraft reclamation. Priority removal requests received and processed by LAR are included in the workload man-hours negotiated by FMW for the applicable quarter.

6. CHANGES TO ACCEPTED WORKLOADS.

6.1. Increase to Workload. The customer may increase the negotiated quantity and man-hours. For example, the number of aircraft received for a specific MDS process-in PCN may be greater than the negotiated quantity.

6.2. Decrease to or Cancellation of Workload. Two conditions apply to workload decreases as follows:

6.2.1. The quantity ordered by the customer does not materialize. For example, if the number of aircraft for a process-in PCN fails to arrive, FMW must decrease the quantity and man-hours accordingly.

6.2.2. The customer may cancel a negotiated workload. FMW must be notified at least 30 days in advance of the effective cancellation date. When this occurs, AMARC DMAG will complete the work in process to a logical conclusion and the customer will be billed for total production incurred by the DMAG activities.

6.2.3. Change in Scope of Work. This condition applies only after FMW and applicable process have negotiated man-hours based on the customer's original work specifications. Following the negotiation and the issuance of a PO and a WAD by FMW, the customer may change the workload specifications. Although change in scope of work will generally involve an increase in man-hour requirements, a decrease is possible if the customer deletes requirements included in the original bid. For this condition, FMW will supply the customer man-hour changes (increase or decrease). This requirement applies to all workloads, regardless of whether an automated AFMC Form 958, **Work Control Document,** was prepared for the original workload.

6.2.4. DMAG Charges:

6.2.4.1. DMAG activities will bill (for all work performed) based on the man-hour rate for DoD customers and actual cost for non-DoD customers.

6.2.4.2. On workloads that are completed significantly below the negotiated bid, FMW will analyze the cause and, if appropriate, renegotiate the funds issues with the customer.

6.2.5. Changes to Project Reclamation Savelists. Project reclamation workload bids are based on such factors as the number of items on the save-list, anticipated yield, the individual items requested (wing versus widget), and the problems in accessing and removing selected items. Multiple customers may participate on a single reclamation project. While the project is in work, each customer has the option of adding or deleting requirements through changes sent to LARS. Since these actions affect the man-hours used as the basis of the initial bid, LARS must notify LAR of changes as they are received.

6.2.5.1. LAR will:

6.2.5.1.1. Assess the man-hour impact of the changes, which can result in either an increase or decrease to the original bid.

6.2.5.1.2. For each customer on a given save-list, maintain, on a cumulative basis, the net total of man-hours affected by the changes.

6.2.5.1.3. Notify FMW when new customers are added and when man-hour requirements change.

7. DOCUMENTATION. FMW will keep a file for each proposed workload. Minimum documentation will include all correspondence, requests for workload accomplishment, statement of work, project directive, minutes of the evaluation team, and WADs issued after the customer has accepted the man-hour bid. The file will be updated as required during the life of the project.

OFFICIAL

ANN E. EDWARDS
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Attachment 1

WORKING GROUP MINUTES

DATE/TIME:

PLACE:

ATTENDEES' NAMES/OFFICE SYMBOLS:

PERSONNEL ABSENT/OFFICE SYMBOLS:

1. Issues needing resolution in order to accomplish proposed workload (identify and describe):
   a.
   b.
   c.
   d.
2. Actions taken or planned to resolve issues listed in paragraph 1 above (include OPRs):
   a.
   b.
   c.
   d.
3. Date, time, and place of next meeting, if necessary:
4. Team recommendation (acceptable/rejection): (If rejection, give and explain reasons why.)

Attachment 2

CUSTOMER SATISFACTION CHECKLIST.

1. To be determined.

2.

3.

4.

Attachment 3

WORKLOAD PROCESS CODES

Process Code	Definition	NOTE
01	Process In	1
02	Maintain In	2
03	Withdrawal Air	1
04	Withdrawal Surface	1
05	Represervation	1
06	Not Used	
07	Project Reclamation	1
08	Not Used	
09	Not Used	
10	Storage Upgrade	1
11	Paint (Non-Storage Aircraft)	1
AA	Priority Removal Follow-On Reclamation MINI-SAVE	2
AB	Museum (Maintain In)	2
AC	Miscellaneous Support	3
AD	CEM (Maintain In)	2
AE	Local Manufacture	3
AF	Base and Area Support	3
AG	Temporary Work Order (TWO) Managed by AMARC/FMW	3
AH	Priority Removal Tracked Under TWO Procedures	3
BA		4
CA	ALC Miscellaneous Workload TWOs	3
	Repair Category (RGC) 1	
CB	ALC Miscellaneous Workload TWOs RGC K	3

NOTE 1. Workloads pertain to aircraft, missiles, engines, and CEM end items. The AMARC DMAG production system and the DMAG mechanized data base track production and materiel costs by individual serial number and MDS or TMS.

NOTE 2. Workloads pertain to aircraft, missiles, engines, and CEM in storage at AMARC. Production and materiel are tracked by individual serial number and MDS or TMS in the AMARC DMAG production system but, with the exception of priority removals, only by MDS or TMS in the DMAG mechanized

data base. The DMAG mechanized data base tracks priority removal workloads by Project Order Number (PON) or PCN.

NOTE 3. Process code identifies work that is not tracked by serial number, MDS or TMS in the AMARC production system. The DMAG mechanized data base tracks production and materiel for these workloads by PON and PCN.